

**1 MARCH 2000**

**Operations**

**PARTICIPATION IN THE MILITARY  
EXERCISE PROGRAM**



**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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The OPR for this supplement is HQ AFSPC/DOTX (Maj Andy Thomson). This supplement implements and extends the guidance of **Air Force Instruction (AFI) 10-204, *Participation in the Military Exercise Program***. The AFI is published word-for-word without editorial review. Air Force Space Command (AFSPC) supplemental material is indicated in bold face. This supplement describes AFSPC's procedures for use in conjunction with the basic AFI. This supplement applies to Headquarters Air Force Space Command (AFSPC), subordinate Numbered Air Forces (NAF), AFSPC direct reporting units (DRU), wings, AFSPC-gained Air National Guard (ANG), and Air Force Reserve Command (AFRC) units. The supplement describes the AFSPC Annual Scheduling Program, establishes AFSPC's After-Action/Lessons Learned reporting procedures, and implements AFSPC's Remedial Action Project Program prescribed by AFI 10-204. It does not limit a commander's rights or responsibilities to plan, conduct or evaluate readiness and training exercises. The reporting requirements in this directive are exempt from report control symbol (RCS) licensing in accordance with AFI 37-124, ***The Information Collections and Reports Management Program; Controlling Internal, Public and Interagency Air Force Information Collections***. Send comments and suggested improvements to this supplement on AF Form 847,. Upon receipt of this integrated supplement, discard the Air Force basic publication.

1.4.4.1. HQ AFSPC events are coordinated through the Scheduling Integrated Process Team (SIPT) and approved by the Commander, Air Force Space Command (AFSPC/CC). A HQ AFSPC SIPT annual conference will be held to draft the AFSPC Consolidated Tasking Order (CTO) for each fiscal year. The HQ AFSPC CTO is reviewed and updated quarterly by the HQ AFSPC SIPT.

1.4.5. HQ AFSPC/DOTX publishes the results of the annual HQ AFSPC SIPT conference as a CTO. The CTO is classified information that is available on the Secure Internet Protocol Router Network (SIPR-NET). <http://www.afspc.spacecom.smil.mil>.

1.4.8. The HQ AFSPC SIPT reviews CJCS and MAJCOM exercise schedules and reconciles HQ AFSPC exercise objectives with Joint and Air Force objectives. Members of the HQ AFSPC SIPT participate in the process by developing and implementing exercise objectives.

1.4.8.1. Exercises should identify specific goals and objectives to optimize training. Objectives should avoid viewing space participation in exercises as limited to providing space support. Objectives should look for opportunities to exercise space tactics and procedures.

1.4.9. Whenever possible, include Operations Security (OPSEC) and Communication Security (COMSEC) initiatives in HHQ and local exercises to identify possible AFSPC vulnerabilities.

1.4.10. The ANG and AFRC will be integrated into the SIPT as associate members.

2.2. See paragraph 2.2.6. (added) for HQ AFSPC Exercise Program.

**2.2.5. (Added) Roles of AFSPC Exercise Key Participants are as follows:**

**2.2.5.1. HQ AFSPC Director of Operations (DO):** Serves as the POC for the Chairman Joint Chiefs of Staff (CJCS) long-range exercise planning.

**2.2.5.1.2. Conducts the annual SIPT conference and subsequent publication of the CTO.**

**2.2.5.1.3. Coordinates AFSPC attendance at planning conferences for major exercises and provide oversight for AFSPC participation in exercises.**

**2.2.5.1.4. Conducts the command's Remedial Action Program (RAP).**

**2.2.5.1.5. Collects and distributes exercise, contingency, wargame and demonstration Joint Universal Lessons Learned (JULLs).**

**2.2.5.1.6. Administers CJCS exercise funds (PE 28011F).**

**2.2.5.1.7. Reports status of exercise, contingency, wargame and demonstration plans to HQ AFSPC senior leadership as appropriate.**

**2.2.5.2. HQ AFSPC Directorates:** Identify a SIPT POC to HQ AFSPC/DOTX.

**2.2.5.2.2. Participate in the annual HQ AFSPC SIPT conference.**

**2.2.5.3. Space Warfare Center Commander (SWC/CC):**

**2.2.5.3.1. Provides input and updates to the HQ AFSPC CTO and lessons learned (JULLS).**

**2.2.5.3.2. Participates in the annual HQ AFSPC SIPT conference.**

**2.2.5.3.3. Identifies a SIPT POC to HQ AFSPC/DOTX.**

**2.2.5.3.4. Represents subordinate units and organizations in the AFSPC Exercise Program.**

**2.2.5.4. Numbered Air Force Commander (NAF/CC):** Provides input and updates to the HQ AFSPC CTO and lessons learned (JULLS).

**2.2.5.4.2. Participates in the annual HQ AFSPC SIPT conference.**

**2.2.5.4.3. Develops specific objectives for exercise, contingency, wargame and demonstration needs.**

**2.2.5.4.4. Identifies a SIPT POC to HQ AFSPC/DOTX.**

**2.2.5.4.5. Represents subordinate units and organizations in the AFSPC Exercise Program.**

**2.2.5.5. Wing Commander:** Develops specific objectives for exercise, contingency, wargame and demonstration needs.

**2.2.5.5.2. Participates in the annual HQ AFSPC SIPT conference as needed.**

**2.2.5.5.3. Identifies a SIPT POC to HQ AFSPC/DOTX.**

**2.2.5.6. Scheduling Integrated Process Team (SIPT):** Forecasts AFSPC forces in exercise, contingency, wargame and demonstration events for a subsequent 3-year period to facilitate forecasting, funding, programming, training and manpower requirements to the CC.

**2.2.5.6.2. Establishes a priority list of specific events for development of AFSPC training objectives for the next year.**

**2.2.5.6.3. For selected exercises, establishes and approves HQ AFSPC training objectives that support the Joint Mission Essential Task List (JMETL).**

**2.2.5.6.4. Reviews selected events relative to AFSPC force list Program Element (PE) 28011F budget exercise objectives and status.**

**2.2.6. (Added) Mission Statement.** The SIPT is a HQ AFSPC empowered cross-functional team established to serve as the central focal point for overall scheduling, tasking, and deconflicting of events in support of JCS, CINC, HQ USAF, AFSPC and other service requirements for AFSPC forces.

**2.2.6.1. Organization.** The SIPT is a matrixed, cross-functional team operating under the sponsorship of the Director of Operations (HQ AFSPC/DO). Meetings will be regularly scheduled. The Team Leader, HQ AFSPC/DOTX, has authority over team members with respect to cross-functional scheduling and tasking issues. Tasking may also originate from regular staff channels. The Team Leader will be the spokesperson for the SIPT membership, and forward all team decisions to the HQ AFSPC/DO.

**2.2.6.2. Membership:** Membership consists of the SIPT Team Leader from HQ AFSPC/DOTX and AFSPC representatives from each directorate/division, DRU, NAF, and Wing that have scheduling/tasking responsibility. These members are DOC, DOM, DOO, DOY, IGX, LGX, SCX, DOT (DOTX, DOTG, DOTW, DOTT), HQ USAF/XOOT, HQ ACC/DOO, HQ SWC/AE & DO, 14 AF, 20 AF, and AFSPC Wings to include ANG/AFRC. Directors/Commanders will appoint personnel empowered to commit resources and make scheduling changes to the AFSPC SIPT membership. Other HQ AFSPC directorates will appoint one associate member to participate in SIPT deliberations when actions warrant their representation. Associate member participation will be as directed by the SIPT Team Leader. These include DOTO, DOTV, XPA, XPM, XPP, XPX, DRR, PAR, CG, CR, FM, JA, SFO, SG, SE, DP, HO and LEP.

**2.2.6.3. Objectives and Performance Measures:** The objective of the SIPT is to be a single point of contact to provide a cross-functional framework for scheduling and tasking of AFSPC units/personnel in support of JCS, CINC, HQ USAF, AFSPC and other service force requirements. AFSPC functional and program managers are still responsible for their individual programs. HQ AFSPC/DP will remain the single point of contact for tasking AFSPC personnel augmentation requirements. The SIPT will simply streamline the scheduling process by providing scheduling guidelines and priorities.

**2.2.6.3.1.1. Optimize use of limited assets to support JCS, CINCs, HQ USAF, HQ AFSPC, and other service force requirements. Ensure the best available unit is scheduled to meet force requirement, receive training, accomplish test objectives, etc.**

**2.2.6.3.1.2. Establish and maintain a formal priority for events at the MAJCOM level, similar to the priority list established by AFI 10-204. Prioritize requirements for JCS contingencies and exercises.**

**2.2.6.3.1.3. Maximize available training with limited funding. Identify opportunities to combine deployments/exercises/inspections whenever possible to optimize use of available funding and reduce OPTEMPO.**

**2.2.6.3.1.4. Resolve scheduling conflicts that occur due to late changes in scheduled events or new higher priority requirements that arise after publication of the initial schedule.**

**2.2.6.3.1.5. Update & coordinate CTO. The SIPT will have coordinating authority and be empowered to make scheduling decisions that will be reflected in the quarterly update to the CTO. This single source database will reflect all tasked events over the fiscal year. Following the Annual SIPT Conference, the SIPT will convene quarterly to amend/update the CTO. It will be AFSPC/CC approved and released by the HQ AFSPC/DO, then posted to the SIPRNET. (OPR: HQ AFSPC/DOTX)**

**2.2.6.3.2. Check for unit inputs in the JULLs following CTO events. The SIPT will attempt to gain feedback from outside agencies using JULLs, after action reports or surveys to the executing agencies.**

#### **2.2.6.4. Parameters:**

2.2.6.4.1. (AFSPC) Accountability. SIPT is accountable to AFSPC/CC/CV and the senior staff for accomplishing objectives outlined in paragraph 2.2.6.3., as well as additional taskings directed from internal or external tasking sources. The SIPT Team Leader has tasking authority over all core and associate team members with respect to all cross-functional scheduling issues, and will report SIPT progress to the senior staff on a quarterly basis. SIPT members will keep respective directors informed of issues being worked by the team and associated progress.

2.2.6.4.2. (AFSPC) Scheduling/CTO. Force requirements will be determined by the appropriate customer/user i.e; JCS, CINCs, HQ USAF, MAJCOM, or other services. The SIPT is a coordinating and oversight organization empowered to make scheduling inputs and tasking recommendations. Final tasking approval remains with AFSPC/CC. The functional programs remain the responsibility of the respective functional manager. Schedule inputs will be provided by each scheduling agency to HQ AFSPC/DOTX on a monthly basis.

**2.2.6.4.2.1. Consolidated Tasking Order. The CTO is an AFSPC/CC approved, HQ AFSPC/DO signed source-tasking order for all AFSPC assets. The CTO is maintained in a "read-only" database on the SIPRNET. <http://www.afspc.spacecom.smil.mil>. Users must have classified computer access to the SIPRNET. Unclassified information for HQ AFSPC/DOTX can be found at <http://halfway.spacecom.af.mil/dotx>, which requires .mil or .gov for access.**

**2.2.6.4.2.2. Scheduling Conference.** The scheduling process starts with the AFSPC Annual Scheduling Conference where AFSPC scheduling agencies meet with AFSPC units to finalize the following fiscal year taskings. The proposed schedule is then coordinated and approved by AFSPC/CC for the following fiscal year. *NOTE:* While coordination may take some time, units are still held accountable for the events they commit to at the AFSPC Scheduling Conference. The SIPT will target Nov as the conference date and May as the CTO issue date for the following fiscal year.

**2.2.6.4.2.3. Scheduling Updates.** Updates to the CTO database, after going through the approval process, are made throughout the year. Quarterly updates of the CTO are posted in August,

November, February, and May. The CTO for the following year will be included with the May quarterly update of the current year. Changes must be received by the first day of the month preceding the next quarterly update to be incorporated in the next update. For example, a proposed change must be received by the first of April to make the May update. Changes received after the first of April that are approved will be updated in the SIPT database located at HQ AFSPC/DOTX, but will not be posted to the SIPRNET until August. The SIPT will meet quarterly to update the CTO and accommodate changes.

**2.2.6.4.2.4. Scheduling Changes.** AFSPC/CC is the approving authority for all changes to the CTO that drive a unit's PERSTEMPO above 120 days in a 12-month period or increase the TDY rate for a unit already forecast to be above 120 days. This authority may be delegated to the SIPT Team Leader. The authority to make changes affecting only those within a single functional area, resides with the owning directorate. The HQ AFSPC Scheduling Integrated Process Team (SIPT) will be Office of Coordinating Responsibility (OCR) for all changes to the CTO.

**2.2.6.4.2.5. Requested Changes:**

**2.2.6.4.2.5.1.** Units requesting relief from tasking in the CTO must send a message from their commander, through their respective NAF/CC, to AFSPC/CC/CV outlining the specific reasons they cannot meet their agreed upon commitment. As a minimum, the following must also be addressed in the message: HQ AFSPC/DO/DOT/DOTX (AFSPC SIPT), the Functional Area Manager (FAM) and the Exercise Project Officer for that event as listed in the CTO.

**2.2.6.4.2.5.2.** The HQ AFSPC Exercise Project Officer will evaluate the request and, through the HQ AFSPC SIPT, suggest how to best handle the unit request. A thorough impact analysis of granting relief to the unit will be completed. This will include, as a minimum, the effect of unit non-participation in the event and identifying alternate unit(s) to task. The impact on the suggested alternate unit(s) must also be evaluated. The SIPT will make their recommendation to HQ AFSPC/DO.

**2.2.6.4.2.5.3.** The Project Officer for each event listed in the CTO is ultimately responsible for the accuracy of the data listed for their program. Changes to the CTO must be fully coordinated with all parties involved, through the HQ AFSPC SIPT, to the approving authority.

**2.2.6.4.2.6. Directed Changes:**

**2.2.6.4.2.6.1.** Event Project Officers, upon being notified of a resource requirement change, must work through the SIPT to implement that change. All affected parties must be included in the coordination.

**2.2.6.4.2.6.2.** A new event, or adding not previously tasked units to an existing event, must be thoroughly staffed by the Project Officer with all affected parties, through the SIPT, to AFSPC/CC for approval.

**2.2.6.4.2.6.3.** Units with resources previously tasked whose requirements change substantially, must be assessed for their capability to support the new tasking. This must be coordinated by the Project Officer with all affected units, through the SIPT to the appropriate level.

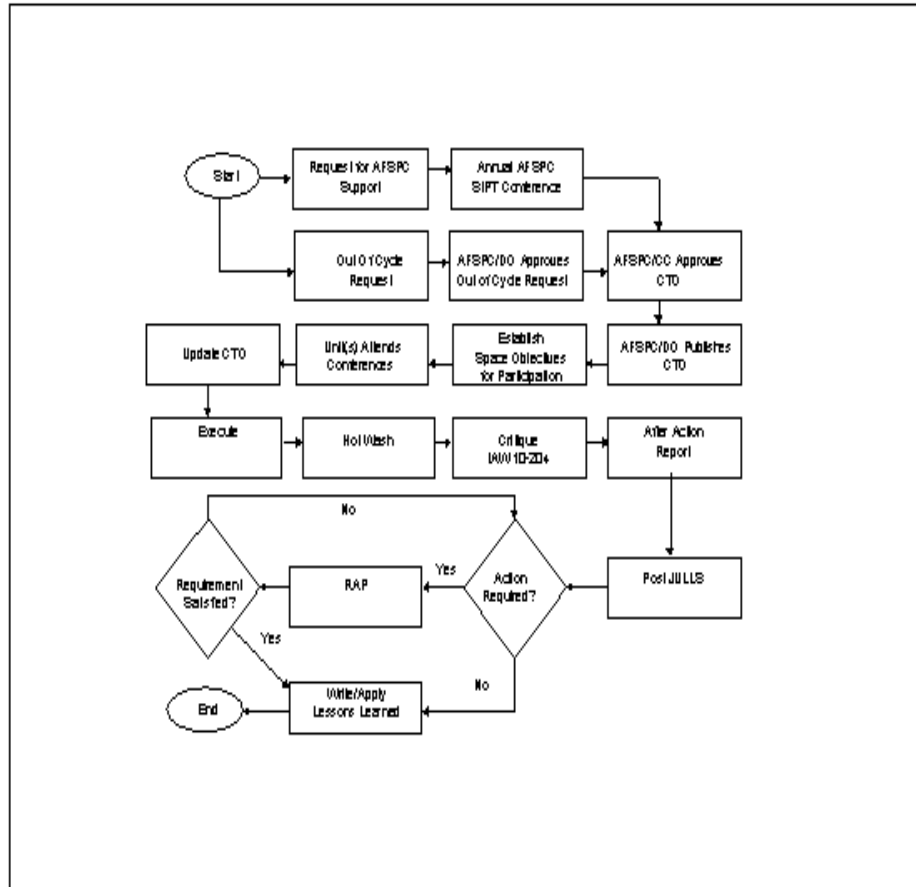
**2.2.6.4.2.6.4.** Units with resources previously tasked and no longer required in that event must be notified, the SIPT informed, and the SIPT database in HQ AFSPC/DOTX updated to reflect the current resource tasking for that event.

**2.2.6.4.2.7. Scheduling Change Exceptions:**

**2.2.6.4.2.7.1. The appropriate Project Officer to determine the "best" unit to task will handle short notice taskings, in coordination with the appropriate FAM. The SIPT will be informed as soon as practical so the database may be updated to reflect the current tasking.**

**2.2.6.4.2.7.2. Small changes in the dates, i.e. less than 5 days, of an event or number of resources, having no adverse impact to the participating units, need not be coordinated through the above change process. However, the organization initiating the change must coordinate with HQ AFSPC SIPT to ensure the database is updated, and unit availability for other tasking has not been affected.**

**Figure 3.1. (Added) AFSPC SIPT Process.**



3.1.7.1. The AFSPC CTO cycle is depicted in Figure 3.1., AFSPC SIPT Process.

3.1.8.1. NAFs submit objectives (joint exercises) through HQ AFSPC/DOTX to the applicable supported CINC for inclusion in the overall exercise scenario. This submission should be prior to scenario scripting by the supported CINC.

5.2.1.1. AFSPC elements participating in HHQ directed exercises submit After Action Reports (AARs) and lessons learned to HQ AFSPC/DOTX through NAF IAW paragraph 5.3.1.1. For purposes of this supplement, AARs are Summary Joint Universal Lessons Learned (Summary JULLS) and Lesson Learned are Joint Universal Lessons Learned (JULLS) reports. (See sample formats at Attachments 4 (Added) and 5 (Added).) AFRC units submit reports to HQ AFRC/DOOX, 155 2nd Street, Robins AFB GA 31098-1635. AFRC/DOOX will review inputs and forward reports to HQ AFSPC/DOTX.

5.3.1.1. Reporting Requirements. AFSPC units participating in exercises will comply with after action reporting instructions. NAFs comply with applicable CJCS and unified command after-action reporting instructions. Send copies of after-action reports to HQ AFSPC/DOTX who will staff as appropriate. Participating units forward information copies of the exercise SITREPS, through the NAF, to the AFSPC Command Center.

5.3.1.1.1. AFSPC elements participating in CJCS exercises, other joint exercises, Air Force designated exercises, AFSPC designated exercises, and real-world operation/contingencies submit reports for this system. Submit inputs to HQ AFSPC/DOTX along with any other reporting requirements established in EXORDs or OPORDs.

5.3.1.2. (Added) Subordinate units forward unresolved deficiencies to their NAF. The NAF then forwards reports as necessary to HQ AFSPC/DOTX. Upon receipt, HQ AFSPC/DOTX forwards reports specific to a single AFSPC functional area to that functional area manager for immediate review. HQ AFSPC forwards unresolved command items to HQ USAF.

5.3.5. (Added) AFSPC NAFs and SWC provide consolidated electronic copies of AARs and lessons learned in a JULLS format. These reports are due NLT 30 days after exercise or real-world operations/contingency completion. For exercise or real-world operations/contingencies exceeding 30 days, submit interim reports NLT 60 days after STARTEX/initial deployment. No formal report to HQ AFSPC is necessary for a local exercise unless problem resolution is not possible at the wing or NAF level. Address each exercise objective in the AAR. Attachments 4 (Added) and 5 (Added) show the format and type of information required for the reports.

#### 5.4. AFSPC Lessons Learned.

HQ AFSPC/DOTX is the OPR for exercise lessons learned. Access to the Lessons Learned database is through the SIPRNET web. Both web sites will contain on-line input forms and downloadable software programs to enable compliance with reporting requirements. <http://www.afspc.spacecom.smil.mil>. HQ AFSPC/DOT will tie into the Air Force Center for lessons learned as appropriate.

5.5. Lessons Learned Software. There are several versions of JULLS compatible software with varying capabilities available. The new Windows lessons learned software is the Air Force Instructional Input Program (AFIIP). AFIIP is excellent for first time users because of its dynamic on-screen help features and ease of use. HQ AFSPC will not accept JULLS incompatible products. AFSPC will only use AFIIP v4.5., 12 Jun 97 or later version which can be downloaded at <http://halfway.spacecom.af.mil/dotx/afteractionreporting.htm>.

6.4. AFSPC Remedial Action Program (RAP). The AFSPC RAP complements the AFRAP. Forward unresolved items from HQ AFSPC subordinate levels to HQ AFSPC/DOT for consideration in the RAP. HQ AFSPC/DOT forwards unresolved items to HQ USAF/XOOT. This process ensures resolution of identified problems. Future exercise objectives and the validation of solutions to past problems use RAP information.



#### 6.4.1. (Added) RAP OPR Reporting Requirements:

6.4.1.1. Within 30 days after creation of new RAPs, the RAP OPR provides the initial RAP inputs to the AFSPC RAP JULLS compatible format. Input will include a recommended solution and milestones required to complete the action.

**6.4.1.2. Status Reports.** Will include the following milestones listed in Table 6.1., RAP Milestones. Adjust forecast and actual dates as necessary, with an explanation listed in the narrative section's comments. Baseline dates, which are the OPRs initial estimate, are not adjusted. If the RAP does not require validation, leave validation dates blank and include comments in the narrative.

**Table 6.1. (Added) RAP Milestones.**

	Forecast	Baseline	Actual
Identify Problem	mm/dd/yy	mm/dd/yy	mm/dd/yy
Identify Solution	mm/dd/yy	mm/dd/yy	mm/dd/yy
Complete Action	mm/dd/yy	mm/dd/yy	mm/dd/yy
Validate Solution	mm/dd/yy	mm/dd/yy	mm/dd/yy
Close RAP	mm/dd/yy	mm/dd/yy	mm/dd/yy

6.5.2. (Added) The Director of Operations (HQ AFSPC/DO) is responsible for the AFSPC RAP. The Chief, Operations Training and Evaluation Division (HQ AFSPC/DOT), administers the RAP program and the Deputy Director of Operations (HQ AFSPC/DDO) chairs the RAP Review Board. HQ AFSPC/DOTX is the program manager for the AFSPC Lessons Learned and RAP and chairs the Working Group.

6.5.3. (Added) The RAP Review Board is composed of division chief representatives from AFSPC functional areas identified as POCs for current RAPs. The group will be consulted as required, at least semi-annually, to close out RAP items.

6.5.4. (Added) The AFSPC RAP Working Group reviews and resolves, if possible, all RAP issues resulting from an AFSPC post-exercise or real-world operation/contingency critique conference. The AFSPC RAP Manager (AFSPC/DOTX), who consults the members to discuss and analyze the issues, chairs the Working Group. The Working Group (SIPT) is composed of action officer level representatives from AFSPC directorates acting as AFSPC RAP Coordinators. Recommendations from the Working Group will form the agenda for Review Board decisions.

6.5.5. (Added) Each HQ AFSPC directorate will designate primary and alternate SIPT members at the action officer level to act as central points of contact with their respective organizations and the AFSPC Lessons Learned/RAP. These coordinators must have authority to accept/decline RAP OPR designation for the directorate. Each directorate must identify the directorate's SIPT member to HQ AFSPC/DOTX.

**6.6. Responsibilities:** The AFSPC Lessons Learned/RAP Manager (HQ AFSPC/DOTX) accomplishes the following:

6.6.1.1. Manage the overall operation of the AFSPC RAP for HQ AFSPC/DO.

6.6.1.2. Maintain the AFSPC data base of lessons learned and current RAP open items.

6.6.1.3. Make initial determination of lesson disposition.

6.6.1.4. Plan and organize RAP Review Board and Working Group consultations.

- 6.6.1.5. Monitor progress of AFSPC RAP resolution and notify HQ AFSPC/DOT of the need for senior officer involvement in the process.
- 6.6.1.6. Ensure the lessons learned database is readily available and disseminated as widely as possible.
- 6.6.1.7. Coordinate AFSPC actions within the USAF RAP.
- 6.6.1.8. Forward after-action and lessons learned reports to HQ USAF as required.
- 6.6.2. AFSPC RAP Coordinators accomplish the following:
  - 6.6.2.1. Participate in AFSPC RAP Working Group consultations.
  - 6.6.2.2. Be the focal point for actions required to close RAP items assigned to respective functional areas.
  - 6.6.2.3. Coordinate corrective actions with appropriate AFSPC organizations.
  - 6.6.2.4. Submit RAP status reports to the RAP Manager.
  - 6.6.2.5. Recommend future exercise events designed to validate corrective actions.
- 6.6.3. The AFSPC RAP Working Group performs the following:
  - 6.6.3.1. Determine if an After-Action report or lessons learned item requires entry into the AFSPC RAP.
  - 6.6.3.2. Assign RAP OPRs using the AFSPC RAP Coordinators' expertise.
- 6.6.4. The AFSPC RAP Review Board performs the following:
  - 6.6.4.1. Provide guidance on the resolution of problems identified through After-Action reports or lessons learned.
  - 6.6.4.2. Approve RAP corrective action completion, validation and closure.
- 6.9.1.1. Remedial Action Project (RAP). A RAP is a correctable deficiency or shortcoming in existing policies, supporting strategies, plans, procedures, systems, material, or forces that focuses on major problems with joint or command implications. RAPs have the highest priority for receiving corrective action.
- 6.9.2.1. Single Agency Item (SAI).** SAIs are issues requiring remediation for which the solutions, implementation of the solutions, and the impact of the solutions reside solely in one agency, command, or service. SAIs have second priority for receiving corrective action.
- 6.9.6.1. Procedural Item (PI).** PIs are issues for which procedures exist but were not followed. A PI identifies potential areas for training and/or command emphasis. The RAP coordinator for the functional area will provide the procedural reference for a PI. Further, PIs should focus the problem to the appropriate organization. Annotate the procedural reference and responsible organization in the comment section of the lesson. Repetitive occurrence of a procedural item indicates a trend that may justify re-designating the issue as a RAP. There are no reporting requirements for PIs.
- 6.9.4.1. Exercise Item (EI).** EIs are issues that pertain to exercise design and management or that occur in the exercise environment that would not occur in actual operations. Repetitive occurrence of exercise design and management issues for a single agency indicates a trend that may justify redesignating the issue as a RAP for that agency.
- 6.9.5.1. Noted Item (NI).** NIs either do not require corrective action or another formal process exists that is already addressing the issue. NIs include already corrected issues or those that do not require creation

of a RAP; or they are presently being worked as a RAP, or they recommend changes in policies, procedures and plans that the functional area experts rejected.

**6.10. (Added) RAP Determination.** Two main sources provide after-action report items for entry into the AFSPC RAP. HQ USAF assigns RAPs to AFSPC from exercise agencies. Reports from within AFSPC and its assigned units become AFSPC RAP items if assigned by the AFSPC RAP Working Group. OPRs assigned by the Working Group work their RAPs to resolution. After implementation and validation of problem resolution, the OPR informs the AFSPC RAP Manager that an AFSPC RAP is ready for closure. Successful validation will close the RAP.

**6.11. (Added) RAP Categories.** The RAP Review Board assigns RAP categories, validating active and inactive RAPs at least semi-annually.

**6.11.1. Active RAP.** The solution is being actively pursued by the assigned OPR.

**6.11.2. Inactive RAP.** An inactive RAP is an issue not actively pursued because of current policy, funding, etc., or the expected change in the status of the solution will not occur for an extended period of time, normally years.

**6.11.3. Closed RAP.** All actions by the OPR to resolve the issue are complete and the RAP meets validation requirements. The RAP Review Board approves all closed RAPs.

**6.12. RAP Status.** The RAP OPR forwards updates to the AFSPC RAP Manager as follows:

6.12.1. At least once every 6 months (prior to the semiannual RAP Review Board).

6.12.2. Within 30 days after a scheduled milestone completion. If the scheduled milestone is overdue, the update should contain an explanation of the reason for the delay.

6.12.3. When the OPR desires to document changes (e.g., when a new input, designated as fold-in, significantly alters the RAP status).

6.12.4. When the OPR wishes to report completed actions or validation results.

**6.13. RAP Progress Monitoring.** After receipt of RAP status updates, the AFSPC RAP Manager incorporates the changes into the AFSPC RAP database. AFSPC personnel will be able to view validated RAP and LL on the DOTX website.

**6.14.1. Fold In (FI).** FIs are issues that are similar in nature and share a common solution. Where possible, these issues should be "folded together" to form a single RAP. Fold these issues into the existing RAP with concurrence of the RAP OPR. Annotate the comments section of the new issue lesson to identify the JULLS number of the issues folded together.

**6.14.2. Transferring Responsibility.** The organization having the responsibility for a RAP item must coordinate the transfer with the prospective organization. The organization with the RAP item must present a request for transfer as part of the status update. Record OPR transfer actions in the remarks section of the RAP item.

**6.14.3. Validation.** The last stage of the RAP cycle is to validate the effectiveness of the corrective action. As early as possible in the RAP process the OPR should, based on the estimated action completion date, schedule the RAP for validation. The most common method for RAP validation is through subsequent exercises. However, accomplish validation using any method that provides the RAP Review Board assurance of problem correction. In some cases RAP validation may be unnecessary or not feasible.

**6.14.4. Closure.** The Review Board may close a RAP when any of the following conditions are satisfied.

6.14.4.1. All actions to resolve the problem are complete and the solution meets validation requirements.

6.14.4.2. All actions to resolve the problem are complete and validation is not necessary.

6.14.4.3. The OPR, after careful analysis, determines the issue should not be a RAP.

6.14.4.4. Corrective action was repeated unsuccessfully (e.g., legislative actions failed or budget requests were rejected). In this case depending on the nature and criticality of the problem, consider the RAP for inactive status rather than closure. To close a RAP, the OPR must submit a summary of the action taken to resolve the issue and the method of validation. The objective of validation is to provide a reasonable level of assurance that all possible actions were taken to prevent recurrence of the problem. The RAP's comments will include validation results.

**8.1.2.2.2.** AFSPC units requesting funding for CJCS exercises should e-mail HQ AFSPC/DOTX at [dotx-exer@peterson.af.mil](mailto:dotx-exer@peterson.af.mil).

## **Attachment 1 GLOSSARY OF TERMS**

### ***Terms***

**Internet**—Internet - A group of computer networks from around the world connected to one another. Initially established to share text-based information between universities, researchers, government and military.

**SIPRNET**— This Secure Internet Protocol Router Network is the DoD's classified Internet.

## **Attachment 4 (Added)**

### **SAMPLE AFTER-ACTION REPORT FORMAT**

(Summary JULL)

**JULLS NUMBER:** Assigned automatically by computer when using a Joint Universal Lessons Learned System (JULLS) compatible software program.

**TITLE:** The title for the After-Action report should reflect the type of report and the name of the exercise/contingency, (e.g., "SUMMARY GLOBAL GUARDIAN 97"). The title may be up to 75 characters long.

**CLASSIFICATION.** Information must be entered.

**NICKNAME:** The nickname is the name of the exercise. It is usually two words long and includes the last two digits of the fiscal year, (e.g., "ULCHI FOCUS LENS 97"). The DATE is the last day of the exercise/contingency in the format MM/DD/YY.

**SPONSOR:** The sponsor is the organization sponsoring the activity, (e.g., "STRATCOM").

The SUBMITTED BY section identifies the individual creating the JULL. **ORG:** Enter the POC's section within the organization. **POC:** Enter the name of the individual in this location. **DSN:** Enter the Defense Switched Network phone number of the POC in this field. **COMM:** Enter the commercial phone number of the POC in this field.

**KEYWORDS:** Choose entries from the Keyword Template that will aid in retrieving the report from a data base in later searches.

(?) **GENERAL DESCRIPTION:** Short description of the operation or exercise, including general statements of the scope and purpose.

(?) **DATES:** As a minimum, include dates of actual or simulated combat operations. Include deployment, employment, redeployment, mobilization, or other significant dates.

(?) **LOCATION OF OPERATION:** A short but meaningful list of actual or simulated locations of combat operations.

(?) **LOCATION OF PERSONNEL:** Location(s) of participants, especially if different from the location of actual or simulated combat operations.

(?) **OBJECTIVES:** A short but meaningful list of operation or exercise objectives. A detailed list of all objectives is not necessary, but "improve force readiness" is too vague.

(?) **LIMITATIONS:** Specific operation or exercise limitations, including geographic limits to operations, simulation of forces, or other significant limitations.

(?) **MAJOR PARTICIPANTS:** A short but meaningful list of the major participants. An exhaustive list is not necessary, but "US Air Force and US Army" is too vague. Identification should be understandable to personnel from other services.

#### **NOTE:**

(?) Symbol is for paragraph classification identification (e.g., U, C, S).

## **Attachment 5 (Added)**

### **SAMPLE JOINT UNIVERSAL LESSONS LEARNED FORMAT**

(Lesson JULL)

**JULLS NUMBER:** Assigned automatically by computer when using a Joint Universal Lessons Learned System (JULLS) compatible software program.

**TITLE:** The title for this specific lesson learned should reflect both the subject and the nature of the problem. The title can be up to 75 characters long.

**CLASSIFICATION** information must be entered.

**NICKNAME:** The nickname is the name of the exercise/contingency that includes all of the lessons learned in this group. It is usually two words long and includes the last two digits of the fiscal year, (e.g., "GLOBAL GUARDIAN 97"). The **DATE** is either the current date or the date of the lesson learned in the format MM/DD/YY.

**SPONSOR** is the organization sponsoring the activity, (e.g., "STRATCOM").

The **SUBMITTED BY** section is to identify the individual creating the JULL. **ORG:** Enter the section within the organization that observed the lesson learned. **POC:** Enter the name of the individual in this location. **DSN:** Enter the Defense Switched Network phone number of the POC in this field. **COMM:** Enter the commercial phone number of the POC in this field.

**KEYWORDS:** Choose entries from the Keyword Template that will aid in retrieving the report from a database in later searches.

(?) **OBSERVATION:** A short statement of the problem. Identify the problem, not just one of its symptoms. Try to limit each lesson learned to a single problem or successful action.

(?) **DISCUSSION:** Amplified problem statement and answers to the "who," "what," "where," "when," "why," and "how" questions about the problem. If the lesson learned describes the positive actions taken to work around the problem, explain those actions in detail. If the participants could not solve the problem, explain why.

(?) **LESSON LEARNED:** The lesson learned is a statement of how to work around the problem, which other commanders can use while a permanent solution is implemented. Avoid restating or rephrasing the problem, and concentrate on positive actions. If there was no lesson learned, enter "None."

(?) **RECOMMENDED ACTION:** Statement on how to correct the problem permanently and who should make the correction, (e.g., "HQ AFSPC/XP coordinate with the HQ USAF to develop a systematic process to identify and resolve AF doctrine problems"). The action could result in a requirement for new or modified publications, new procurements, changing force structure, revising command relationships and improving training, as examples. If no corrective action is necessary, enter "None required" in the recommended action paragraph.

(?) **COMMENTS:** Used primarily for the corrective action OPRs comments.

**NOTE :** (?) Symbol is for paragraph classification identification, (e.g., U, C, S).

WILLIAM R. LOONEY III, Maj Gen, USAF  
Director of Operations